



Department of Defense DIRECTIVE

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ASD(FMP)

SUBJECT: Military Morale, Welfare, and Recreation (MWR)

- References:
- (a) DoD Instruction 1015.2, "Operational Policies for Morale, Welfare, and Recreation (MWR) Activities," May 17, 1985 (hereby canceled)
 - (b) DoD Directive 1015.3, "Armed Services Military Club and Package Stores," May 14, 1982 (hereby canceled)
 - (c) DoD 1015.3-R, "Armed Services Military Club and Package Store Regulations," May 1982, authorized by DoD Directive 1015.3, May 14, 1982 (hereby canceled)
 - (d) DoD Directive 1015.4, "Assignment of Appropriated-Funded Personnel to Morale, Welfare, and Recreation Activities," April 26, 1983 (hereby canceled)
 - (e) through (k), see enclosure 1

1. REISSUANCE AND PURPOSE

This Directive reissues reference (a), replaces references (b) through (d), and consolidates and establishes DoD policies formerly contained in references (a) through (e) for operating and managing DoD military MWR programs. Civilian employee MWR programs are addressed in DoD Directive 1015.8 (reference (f)).

2. APPLICABILITY AND SCOPE

This Directive:

- 2.1. Applies to the Office of the Secretary of Defense (OSD), the Military Departments (including the Coast Guard when it is not operating as a Military Service in

the Navy by agreement with the Department of Transportation), the Chairman of the Joint Chiefs of Staff, the Unified Combatant Commands, the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Components"); and the Commissioned Corps of the Public Health Service and the National Oceanic and Atmospheric Administration under the agreements with the Departments of Health and Human Services and Commerce. The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps. The term "installations," as used herein, refers to any DoD property or area that is controlled, owned, leased or is a funded facility.

2.2. Does not apply to Armed Services Exchange operations. (See DoD Directive 1330.9 (reference (g)).)

3. DEFINITIONS

Terms used in this Directive are defined in enclosure 2.

4. POLICY

It is DoD policy that:

4.1. The DoD Components shall provide a well-rounded MWR program that contributes to mission readiness and improves productivity through programs promoting fitness, esprit de corps, and quality of life for authorized patrons. Authorized patrons are identified in enclosure 3 of DoD Instruction 1015.10 (reference (h)).

4.2. The Department of Defense recognizes that MWR programs are vital to mission accomplishment and form an integral part of the non-pay compensation system. These programs provide a sense of community among patrons and provide support services commonly furnished by other employers, or State and local governments. MWR programs encourage positive individual values and aid in recruitment and retention of personnel.

4.3. The DoD Components shall follow the three established categories of MWR programs as specified in enclosure 4 of DoD Instruction 1015.10 (reference (h)) for uniformity of funding and reporting. All management and financial data reported shall comply with DoD Directive 1015.1 and DoD Instruction 1330.20 (references (e) and (i)).

4.4. MWR programs shall be strategically planned and implemented using business management practices to fulfill local needs, while maintaining the readiness capability to support the wartime mission and to meet quality, fiscal, health, and safety standards.

4.5. MWR programs should receive appropriated-funding at the same level as other support programs. MWR programs shall be resourced from either appropriated or nonappropriated funds (NAFs) or a combination of both. NAF expenditures for valid MWR purposes are not an augmentation of appropriations.

4.6. When providing MWR programs, joint Service MWR initiatives are encouraged and shall be considered first. The DoD Components shall update the Assistant Secretary of Defense for Force Management Policy (ASD (FMP)) on the current status and future plans for DoD Component joint Service initiatives.

4.7. NAFs that are generated from military MWR programs or associated with MWR programs shall only be used within MWR programs. Command programs that are not considered MWR programs are not authorized use of those NAFs. The Secretaries of the Military Departments may approve limited waivers for programs closely associated with MWR activities. Unauthorized use of NAFs is addressed in DoD Instruction 1015.10 (reference (h)).

4.8. All cash in excess of a military installation's MWR requirements shall be transferred to a single NAF MWR account of each Military Service.

4.9. To fulfill the MWR mission, the DoD Components shall establish and operate customer-driven MWR programs as determined by periodic market research for the benefit of authorized patrons.

4.10. The DoD Components shall not operate unauthorized activities and programs as specified in DoD Instruction 1015.10 (reference (h)).

4.11. MWR programs are authorized appropriated fund manpower for executive control and essential command supervision (ECECS) (see definition E2.1.3. of enclosure 2) and in accordance with the appropriate funding category specified in DoD Instruction 1015.10 (reference (h)). The DoD Components should staff MWR programs primarily with civilians. Military personnel may be assigned based on conditions specified in reference (h).

4.12. The DoD Components shall provide for MWR support to all authorized patrons and activities supported by the installation.

5. RESPONSIBILITIES

5.1. The Assistant Secretary of Defense for Force Management Policy, under the Under Secretary of Defense for Personnel and Readiness, shall:

5.1.1. Prescribe MWR policies and guidelines for execution and management of MWR programs on DoD installations.

5.1.2. Serve as the principal point of contact with the DoD Components on all MWR program and funding authorization policy matters.

5.1.3. Maintain a DoD MWR strategic plan.

5.1.4. Maintain DoD MWR goals.

5.1.5. Require minimum MWR standards and monitor compliance.

5.1.6. Serve as the principal DoD advocate for MWR programs.

5.1.7. Foster joint Service initiatives.

5.1.8. Establish working groups with representatives from Components throughout Department of Defense to assist in the formulation and review of MWR policies.

5.2. The Director of Administration and Management, Office of the Secretary of Defense, shall supervise and administer MWR affairs within the immediate offices of the Secretary of Defense and the Chairman of the Joint Chiefs of Staff in accordance with this Directive and DoD Directive 5120.18 (reference (j)).

5.3. The Heads of the DoD Components shall:

5.3.1. Control, coordinate, and oversee MWR programs.

5.3.2. Report to the ASD(FMP) MWR program management and financial data.

5.3.3. Ensure effective short- and long-term planning for MWR.

5.3.4. Report to ASD(FMP) the current status of joint Service initiatives.

5.3.5. Develop Service standards for all MWR programs and monitor compliance in support of DoD goals.

5.3.6. Fund MWR programs with the proper fund sources. Ensure respective funding streams are identified in annual budgets to meet MWR goals.

5.3.7. Ensure that cash in excess of installation MWR requirements is transferred to a single NAF MWR account of the Military Service.

5.3.8. Ensure that installations operate customer-driven MWR programs, as determined by market analysis for the benefit of authorized patrons.

5.3.9. Ensure only authorized programs and/or activities are operated.


5.3.10. Ensure comparable MWR support to all qualified individuals assigned or supported on the DoD installation.

5.3.11. Implement MWR operating policies as identified in DoD Instruction 1015.10 (reference (h)).

5.4. The Heads of the DoD Components (other than OSD, the Secretaries of the Military Departments, and the Chairman of the Joint Chiefs of Staff) shall establish, manage, and control MWR programs in accordance with the directives of the Military Department responsible for logistical support.

6. EFFECTIVE DATE

This Directive is effective immediately.



William S. Perry
Secretary of Defense

Enclosures - 2

- E1. References, continued
- E2. Definitions

E1. ENCLOSURE 1

REFERENCES, continued

- (e) [DoD Directive 1015.1](#), "Establishment, Management, and Control of Nonappropriated Fund Instrumentalities," August 19, 1981
- (f) [DoD Directive 1015.8](#), "DoD Civilian Employee Morale, Welfare and Recreation (MWR) Activities and Supporting Nonappropriated Fund Instrumentalities (NAFIs)," October 22, 1985
- (g) [DoD Directive 1330.9](#), "Armed Services Exchange Regulations," December 15, 1986
- (h) [DoD Instruction 1015.10](#), "Programs for Military Morale, Welfare, and Recreation (MWR)," November 3, 1995
- (i) [DoD Instruction 1330.20](#), "Reporting of Morale, Welfare, and Recreational (MWR) Activities Personnel Information," September 4, 1980
- (j) [DoD Directive 5120.18](#), "DoD Concessions Committee," April 8, 1980
- (k) [DoD Instruction 1000.15](#), "Private Organizations on DoD Installations," September 22, 1978

E2. ENCLOSURE 2

DEFINITIONS

E2.1.1. Appropriated Funds. Funds appropriated by Congress.

E2.1.2. Customer Driven. Programs and services provided based on customer input.

E2.1.3. Executive Control and Essential Command Supervision (ECECS). Those managerial staff functions and positions located above the direct program managerial and operational level of individual MWR programs that support planning, organizing, directing, coordinating, and controlling the overall operations of MWR programs. ECECS specifically consists of program, fiscal, logistical, and other management functions that are required to ensure oversight.

E2.1.4. Installations. Any DoD property, area, or facility that is controlled, owned, leased, or funded by the Department of Defense.

E2.1.5. Market Analysis. Identification of the market and analysis of wants, needs, and desires of that market.

E2.1.6. Morale, Welfare, and Recreation (MWR) Program. Those military MWR programs (exclusive of private organizations as defined in DoD Instruction 1000.15 (reference (k))) located on DoD installations or on property controlled (by lease or other means) by a Military Department or furnished by a DoD contractor that provide for the mission sustainment, community support, and revenue-generating programs for authorized personnel. They include programs listed in enclosure 4 of DoD Instruction 1015.10 (reference (h)). Civilian employee MWR activities are contained in DoD Instruction 1015.8 (reference (f)).

E2.1.7. Nonappropriated Fund (NAF). Cash and other assets received from sources other than monies appropriated by the Congress of the United States. NAFs are U.S. Government funds, but they are separate and apart from funds that are recorded in the books of the Treasury of the United States.